

Edinburgh and South East Scotland City Region Deal Joint Committee

10am, Friday 3 March 2023

ESES City Region Deal Benefits Realisation Measurement Framework

Item number 6.4

Executive Summary

The Edinburgh and South East Scotland City Region Deal Benefits Realisation Plan, published in September 2020, outlined what, how and when benefits for each project theme will be reported in order to ensure Deal impacts are realised and maximised.

This document builds on this plan by outlining a framework for measuring, monitoring, reporting and communicating the benefits realised by each project.

The key goals for this framework are to:

- Create an effective framework that can evidence the benefit goals that have been outlined in each business case, utilising both qualitative and quantitative data where appropriate.
- Ensure this framework captures benefits of interest to all potential audiences (UK Government, Scottish Government, Local Authority representatives, the general public etc.).
- Put in place an effective communication plan so that benefits can be demonstrated effectively to interested audiences.
- Outline the logistics of the implementation of this framework, and where necessary highlight potential additional resource that may be required to effectively measure benefits.

The Joint Committee is being asked to approve this framework. This, will allow for the following:

- Assurance that this framework is the agreed approach to measurement across the City Region Deal.

- The implementation of this framework, so that the Programme Management Office can approach project leads to request data required for benchmarking and reporting to commence.

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ESES City Region Deal Benefits Realisation Measurement Framework

1. Recommendations

The Joint Committee is being asked to approve the appended framework.

2. Background

- 2.1 The [Edinburgh and South East Scotland City Region Deal Document](#), published in August 2018, states that each project approved by the Joint Committee will: *“be subject to review and evaluation.”*
- 2.2 The City Region Deal Benefits Realisation Plan, published in September 2020, articulated a plan for each of the project themes in terms of benefit realisation. The plan outlined the Theory of Change approach being utilised by the Deal to ensure benefits are realised and maximised for each project theme.
- 2.2 This document builds on the plan by outlining a framework for measuring, monitoring, reporting and communicating benefits realised by each project.

3. Main report

- 3.1 The appended framework provides the overall structure, approach, and methodology for benefits measurement for City Region Deal.
- 3.2 It outlines the approach to benefits measurement for each of the five themes (Innovation, Housing, Skills, Transport and Culture). For each theme, the key benefit goals are identified, with the measurement approach to track the realisation of these benefits.
- 3.3 To track benefits for each theme, there is a need for some level of consistency in approach to allow for simple communication of benefits and governance of the benefit measurements for each theme. At the same time, care has been taken in tracking the benefits unique to a given project.
- 3.4 The overarching goal of the framework is to ensure benefits are captured, analysed, and communicated effectively for each theme.

3.5 Benefits will be reported and recorded accurately and transparently, with narrative to provide wider context.

3.6 The framework fits into wider internal and external benefit realisation objectives including:

Internal Benefits

- Ensure optimal Benefit Realisation decision-making.
- Keep stakeholders informed about the value being realised by the City-Region Deal.
- Have robust change control procedures in place that include the change of benefit goals where needed.
- Sharing of lessons learned, informing and improving delivery going forward.
- Improved targeting of interventions for those that need it most.
- Improved resource allocation due to benefit information sharing across project themes.

External Benefits

- Contributing to the maintaining of City-Region Deal funding by demonstrating benefits.
- Attracting other funding by demonstrating benefits being delivered.
- Improving engagement with other organisations in the private, public and third sectors.

Next Steps

3.7 Following the approval of this approach to a benefits measurement framework the next steps will be to:

- Meet with project leads to ensure goals, measurement approaches and communication strategies are all agreed, feasible and appropriate.
- Establish baseline metrics for those measures that demonstrate “before and after” impacts.
- Design quantitative dashboards and put in place the details of collating, processing, and displaying these dashboards.
- Create a qualitative data collection plan, with key dates for collating, processing, and displaying qualitative data.
- Monitor, report, and update governance structures when issues arise in accessing, collating or processing data.
- Share benefits realisation data with external partners to ensure the benefits realisation framework is capturing the key impacts external partners wish to see monitored in a way that is digestible to them.
- Pilot testing of the measurement framework and considering options for additional resource.
- Devise an external communications framework (which will be incorporated into the document).

3.8 Exact timescales for the implementation of this framework (proposed timescale thus far below):

- In the next six-12 months, meet with all projects leads and have agreed upon data collection processes for each project, and where appropriate establish baselines for data.
- In next 12 months, pilot one projects benefit measurement approach as described in this framework.
- In 2024, initial benefit realisation reports for projects one year into construction phase.
- In 2024/25, expectation to have all quantitative dashboards in place, even if data limited due to variable project timelines.
- Benefit realisation reports to be produced regularly at agreed upon intervals as data becomes available and can also be made on request from joint committee and other groups.
- Key date in 2028 for a comprehensive benefit realisation report to be produced for UK/Scottish governments. By this point it is anticipated data collection, reporting and communication will be tested and robust.

4. Financial impact

- There is no financial impact relating to this report, however, subject to the approval of this framework considerations may need to be made for any additional resource that may be required to allow for realisation of this framework.

5. Alignment with Sustainable, Inclusive Growth Ambitions

- 5.1 In designing this framework, consideration has been given for the variety of audiences that may be interested in the benefits realisation of the Deal, for example, Scottish Government, UK Government, representatives from each of the local authorities that make up the city region, the general public etc. Care has been taken to ensure this framework captures benefits that will be of interest to each audience, whilst also keeping in mind commitments by Deal partners to inclusive growth, community wealth building and carbon neutrality.
- 5.2 This framework sets out the approach to measuring and understanding benefits in the context of inclusive growth, community wealth building and regional prosperity goals. For example, benefits measured and reported in equalities, community benefits and social innovation include:
- **Positive Actions** by monitoring and improving City Region Deal Programme outcomes for women, people with disabilities, those facing age barriers and individuals from ethnic minority communities.
 - **Use of procurement data for Regional economic impact and innovation**, creating a baseline of Regional spend to understand the impact of public spending on inclusive growth, testing the robustness of the current multiplier values and also mapping key sectors in each authority and leveraging for social innovation, engagement and opportunity generation.

- **Fair work practices and the UK real Living Wage**, ensuring all City Region Deal projects incorporate consideration of fair work and workers are paid the Living Wage.
- **Showing the benefits of partnership working and innovation opportunities**, including alignment with other City Region Deal programmes or existing partner capacity, and opportunities for Data-Driven Innovation and Social Innovation

6. Background reading/external references

- 6.1 [City Region Deal Benefits Realisation Plan: ESESCR Deal Joint Committee Report \(September 2020\)](#)

7. Appendices

- 7.1 Edinburgh and South East Scotland City Region Deal Benefits Realisation Measurement Framework